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17 February 1954

TO: Chairman, CIA Career Service Board

SUBJECT: Confidential Job Performance Report

## 1. PROBLEM:

The Office of Training needs systematic information concerning the job proficiency of Agency employees as the only adequate means of appraising and improving its assessment, testing, and training evaluation programs.

## 2. FACTS BEARING ON THE PROBLEM:

- a. Individuals assessed, tested or evaluated during 1953 represented a wide variety of job assignments under a wide variety of conditions in all components of the Agency.
- b. Many of the tests, assessments and evaluation procedures are known to be useful in general for prediction of certain kinds of performances but their specific validities for different kinds of Agency assignments are not known. Until these are known the value of Assessment and Evaluation programs will not be fully exploited.
- c. The DD/P has recognized the importance of validation research and has appointed a committee to work with the A&E Staff in planning such research.
- d. Personnel Evaluation Report (PER) is used periodically by supervisors in all Agency components.

## 3. DISCUSSION:

Both because of its purpose as an aid to the supervisor in dealing with his people and because of the general reluctance of supervisors to make realistic judgments of their employees for official purposes, the PER is not a suitable research tool. There are two possible methods of obtaining realistic appraisals of an employee's job performances. Interviews with supervisors could yield much of value. This method, however, is both time consuming and expensive and is most suited to special investigation of a particular job. The second

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method is to routinely obtain a confidential report (see Annex 1 for a possible form) concerning the performance of each individual employee. Such information accumulated over the years would have the advantage of covering a wider variety of jobs, of obtaining more than one estimate of an individual, and serve as a broad base upon which to make special studies designed to increase the value of Assessment and Evaluation programs.

4. CONCLUSIONS:

- a. A procedure is needed which will enable supervisors to supply simply and routinely their estimates of employee efficiency.
- b. For practical reasons, special evaluations should be made at the same time as the periodical PER.
- c. These reports should be forwarded directly to the A&E Staff, Office of Training, to be used for research purposes only and should not be available for inspection by anyone else.

5. ACTION RECOMMENDED:

Approval in principle of the Special Performance Report, followed by instructions to OTR to work out the details.



MATTHEW BAIRD  
Director of Training

ANNEXES: 1

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**TO THE SUPERVISOR:** The purpose of this report is to provide the Office of Training with information concerning employees' performance which is needed for the planning and improvement of its training evaluation, testing, and assessment programs. The form will be used only for research purposes by the Assessment and Evaluation Staff of the Office of Training and will not become part of the employee's personnel record or have any bearing upon his career status.

Do not show this report to the person being rated.

Name	(Last)	(First)	(Middle)	Length of time under your supervision	No. persons super- vised by you
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Considering only the skill with which the person has performed the duties on his job, rate him by placing an "X" in the box opposite the most appropriate description. Read all the descriptions before you make your rating.

- ☐ 1. Does not perform duties adequately; he is incompetent.
- ☐ 2. Barely adequate in performance; although he has had specific guidance or training, he often fails to carry out responsibilities competently.
- ☐ 3. Performs most of his duties acceptably; occasionally reveals some area of weakness.
- ☐ 4. Performs duties in a typically competent, effective manner.
- ☐ 5. A fine performance; carries out many of his responsibilities exceptionally well.
- ☐ 6. Performs his duties in such an outstanding manner that he is equaled by only a few other persons known to the rater.

**Comments:** Indicate here any comment, qualification, or explanation which in your opinion would aid in the proper interpretation of the above rating.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name of Supervisor

\_\_\_\_\_  
Position

After this form has been filled out, it should be folded as a letter and sealed. No envelope is necessary, since the forwarding instructions are printed on the back.

TO:  
CHIEF, A&E STAFF  
OFFICE OF TRAINING

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